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ABSTRACT

This presentation contains eight summary reports that provide information about major linkage activities initiated by the Ohio Board of Regents between the postsecondary education system and the business and governmental sectors. The regional and statewide activities are divided into two groups by the two phases through which linkage goals are being accomplished: exploratory/developmental phase and implementation/evaluation phase. Three linkage activities are described in the category, exploratory/developmental phase: Regional Linkage Conferences, Survey of Noncredit Continuing Education Activities in Ohio, and Survey of Business/Industry Training in Ohio. Five linkage activities are described in the category, implementation/evaluation phase: Master Plan for Higher Education, Ohio Resource Network, Work and Learning Councils, Central Ohio Work and Learning Council, and Buckeye Fourway Business and Industry Training, Research and Assistance Cooperative Extension Service (TRACES). Each summary report presents this information: purpose of activity, objectives, and outcomes. Membership is also specified for the last two councils described. (YLB)

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STRENGTHENING POSTSECONDARY WORK-EDUCATION RELATIONSHIPS IN OHIO

Presentation Summary

NAIEC Business/Industry Showcase Conference
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INTRODUCTION

The Ohio Board of Regents has initiated a number of activities during the past several years which have been focused on better linkage of the resources of the higher education community to the business and governmental sectors of our society. Linkage activities have been pursued in direct relation to higher education's tripartite mission: instruction, research, and service. The programs outlined in the following pages relate more specifically to instructional and service activities, although some reference will be made in the presentation to exploratory efforts in research and technology transfer. Each activity has its own specific objective, but there are four major objectives which provide the framework for these activities:

1. To publicize the way higher education is meeting the needs of business, industry, and government on a regional and statewide basis

2. To encourage institutions which may have been neglecting the service component of their mission to improve these efforts

3. To provide a forum for future problem-solving action-oriented activities between higher education and business, industry, and government

4. To demonstrate to appropriate governmental leaders that higher education is an important resource and that it can play a significant role in revitalizing the economy.

Linkage goals are being accomplished through regional and statewide strategies in two phases:

<u>Exploratory/Developmental Phase</u>

1. To probe the concept of linkages and ascertain structures, important actors, and barriers;

2. To assess the needs of adult learners in the workplace;

3. To assess the capabilities of educational institutions to meet the needs of business, industry, and government;

4. To determine the scope of training and development opportunities available within business and industry;

5. To determine how higher education can be more responsive to meet training needs of Ohio's adults.

Implementation/Evaluation Phase

6. To develop and pilot test regionalized structures for continued cooperation and collaboration among higher education and business, industry, and government;

7. To evaluate project activities in the context of future Ohio Board of Regents' linkage efforts, especially those related to the 1982 Master Plan for Higher Education and state legislation regarding a proposed business and industry extension service.

The purpose of this presentation, and the enclosed summary reports, is to share information about major linkage activities in progress in Ohio's postsecondary education system. Funding for many of the linkage activities was provided by the Education Commission of the States Lifelong Learning Project/W.K. Kellogg Foundation; Comprehensive Education and Training Act (CETA); and Title I of the Higher Education Act.

Exploratory/Developmental Phase

REGIONAL LINKAGE CONFERENCES

Purpose:

Conferences were held in Akron/Canton, Cincinnati, Columbus, Dayton, and Toledo to bring together area representatives of business, industry, government, and higher education, for the general purpose of exploring the concept of linkages.

Objectives:

Major objectives for all linkage conferences included:

1. To explore the means by which educational institutions can provide better services to meet the needs of business, industry, and government

2. To describe successful programs of cooperation which have already been initiated between business, industry, government, and higher education

3. To serve as a catalyst for future action-oriented problem-solving activities.

Specific formats for each workshop were localized to meet the regions they served. They were planned by program committees composed of representatives of business, industry, government, and higher education, and program format varied among the six regional conferences.

Outcomes:

Approximately 350 persons participated in these conferences, focusing on topics such as financing small business, developing human resources, and meeting Ohio's needs in high technology and telecommunications. Some tangible outcomes of these conferences included: the development of a local resource directory, framework for the development of regional work-and-learning councils, provision of an opportunity for cooperation/communication among diverse groups not accustomed to working together, and a new pool of knowledge for business/industry about access to educational resources in a region.

SURVEY OF NONCREDIT CONTINUING EDUCATION ACTIVITIES IN OHIO

Purpose:

The purpose of the survey was to determine the type and number of noncredit offerings being conducted in Ohio as well as obtain information about the major target audience and location of offerings. This was a first attempt in Ohio to collect systematic data on continuing education course offerings made available to adults by Ohio's colleges and universities.

Objectives:

1. To develop a structure for obtaining input from continuing education deans and other relevant persons regarding the development of a data collection system for Ohio;

2. To develop a centralized data collection system for noncredit continuing education offerings;

3. To collect, analyze, and report information on noncredit offerings being conducted by Ohio's colleges and universities.

Outcomes:

A report on "Noncredit Continuing Education Activities in Ohio, 1980-81," is a summary analysis of the first attempt in Ohio to collect data on noncredit courses and workshops. The report contains information on numbers of offerings, registrants, course hours, student contact hours; location of course offerings; contracting with outside agencies; type of student clientele; general information regarding co-sponsorship, use of facilities, cancellations, and instructional costs.

Activities are now underway to gather data for the 1981-82 report, and to implement an on-going data collection and reporting system so that trends can be assessed.

SURVEY OF BUSINESS/INDUSTRY TRAINING IN OHIO

Purpose:

The purpose of this project was to gain a better understanding of the nature and scope of training that is provided by business and industrial organizations in Ohio. Business and industrial organizations are among the nation's largest postsecondary education providers in terms of number of people served and amounts expended for instruction. Yet very little is known about employer-sponsored instructional programs and the role these programs play in the overall continuing education of adults. This study was undertaken as part of a broader assessment of ways in which relationships between the institutions of work and education could be strengthened. Underlying the study are two basic questions: To what extent does employer-sponsored instruction serve the continuing education needs of the adult workforce? How can business/industry and higher education institutions work cooperatively to ensure that these training needs are met?

Objectives:

1. To provide a context for the Ohio study through an extensive review of the literature on employer-sponsored instruction at the national level.

2. To survey manufacturing and nonmanufacturing firms in Ohio to explore the nature and scope of their training programs.

3. To draw conclusions and implications from the data that can be used to strengthen work-education relationships in Ohio.

Outcomes:

Findings of this study are reported in "Employer-Sponsored Instruction: Focus on Ohio Business and Industry." Information is provided on the type and size of business/industry training efforts, format of instruction, clientele served, tuition assistance provided, and instructional needs not currently being met in-house. General conclusions regarding the Ohio study include:

1. the very large companies are meeting their own training needs internally; the rest could use some assistance;

2. continuing education needs of the adult workforce cannot be met without some kind of joint effort between companies and colleges;

3. there is a need for collaboration between educational service providers to guard against duplication of effort and gaps in service (to make maximum usage of all educational resources);

4. the best place for work-education relationships to be developed and strengthened is at local or regional levels.

Conclusions and implications regarding employer-sponsored training programs in general include:

1. Employer-sponsored instructional programs are less pervasive than some have led us to believe, indicating a substantial need for continued educational and professional development of the adult workforce.

2. Employer-sponsored instruction is provided to a rather small segment of the total adult workforce, indicating a substantial population of adults in the workforce not presently being served.

3. Many companies are meeting only a small portion of their human resource development needs through their own instructional programs, indicating a need for assistance.

4. Colleges and companies often work at cross purposes toward similar training and education objectives, indicating a lack of communication and understanding on the part of both organizations.

5. Colleges and universities can play a more significant role in the retraining and upgrading of the adult workforce.

To strengthen work-education relationships, it is suggested that colleges and universities:

1. Make an internal assessment of commitment, faculty/staff attitudes toward linkage, existing organizational procedures and curriculum/instruction--determine strengths, weaknesses, and unused capabilities.

2. Sharpen institutional focus and commitment--clarify goals and objectives, develop linkage strategies, increase commitment, create normative structures to reward faculty for linkage activities.

3. Examine the relationship between the college and the company--evaluate access, quality, and cost effectiveness of instructional programs, flexibility and adaptability of curriculum, teaching methods, operating procedures, etc.

4. Develop regional or local structures for exchange of information, discussion and resolution of problems, collaboration for sharing of resources, etc.

Implementation/Evaluation Phase

MASTER PLAN FOR HIGHER EDUCATION

Purpose:

The 1981 Master Plan for Higher Education sets the course for Ohio higher education for the next five years. The Plan seeks to examine the objectives of higher education and to address higher education's performance prospects for the years ahead. In the Master Plan the Ohio Board of Regents placed particular emphasis on the development of a "new social compact" between higher education and the larger society "to promote advancement of the quality of life in Ohio."

Underlying the new social compact is the identification of areas in which the state's needs and higher education's strengths in instruction, research and service intersect. A major thrust is the relationship between institutions of work and education.

Objectives:

The Master Plan has been developed around four broad issues:

1. access to higher education;
2. cost effectiveness of the higher education system;
3. quality of programs; and
4. cooperation with other organizations toward the improvement of Ohio's economy.

Upon final revision and adoption of the Master Plan by the Ohio Board of Regents, a task force will evaluate the exploratory/developmental linkage activities conducted to date and determine future policy implications regarding linkages among higher education, business, industry, and government.

OHIO RESOURCE NETWORK

Purpose:

The purpose of this project was to assess both the actual and potential capabilities of Ohio's postsecondary institutions for service to business, industry and government.

Objectives:

1. To conduct a survey of state-assisted postsecondary institutions to identify exemplary service activities which have been performed for business, industry, and government in the recent past; and

2. To publicize these services both as a means of explaining to the general public what it is higher education does and as a means of demonstrating to present and prospective businesses and industries the capacities of higher education to assist them in resolving production, management, or other problems having an economic impact.

Outcomes:

Each of the state-assisted colleges in Ohio was asked to provide specific examples of services they have provided to business, industrial, and governmental organizations. From the materials submitted by the colleges, examples were chosen for inclusion in a booklet that would showcase the variety and scope of linkages that currently exist. Also included in the publication is a list of names and addresses of persons appointed by the college and university presidents to serve as college liaison officers in relations with business, industry and government.

A local advertising agency was contracted to design a booklet that would have the greatest appeal to the target audience, using text materials provided by Board of Regents staff. The booklet, "Ohio Resource Network: Mobilizing Colleges and Universities to Benefit Business and Industry," was introduced to business/industry representatives at the annual meeting of the Ohio Chamber of Commerce in March 1982. Approximately 20,000 copies of the booklet are now in circulation throughout Ohio's business and industrial community.

An orientation session was held for college and university liaison officers to familiarize them with statewide linkage networks already in existence, as well as provide them with information germane to their new or expanded roles. A follow-up session with liaison officers is planned for early September. Other follow-up activities include evaluation of the utility of the booklet to the target audience, and consideration of a similar booklet targeted to governmental agencies.

WORK AND LEARNING COUNCILS

Purpose:

The Ohio Board of Regents is encouraging the development of regional organized groups/consortia in several areas of the state whose mission encompasses activities linking education/training and the business/government sector.

Objectives:

1. To provide a mechanism and structure for communication and clearinghouse activities for regional groups.

2. More specific objectives will be delineated within each region as determined by the constituents.

Outcomes Expected:

The following are some general outcomes expected (specific outcomes are yet to be determined by the regional feasibility groups):

1. Development of a structure for ongoing communication and sharing of information regarding work and learning issues, problems, and events;

2. Provision of a regional structure for disseminating information on educational and training opportunities appropriate to adult citizens and the dissemination of information on manpower needs by region;

3. Increased communication and cooperation among education service providers and users of educational services which might result in better planning and utilization of limited resources;

4. Pilot testing of the means for implementing work and learning councils.

At present, there are three regional collaborative structures in varying stages of development: Central Ohio Work and Learning Council; Buckeye Tourway Business and Industry Training, Research and Assistance Cooperative Extension Service (TRACES); and a committee of the Dayton-Miami Valley Consortium which is studying the feasibility of a work and learning council. Two of these groups are discussed in more detail on the following pages. Each of these models will be assessed for their applicability for implementation in other areas in the state.

CENTRAL OHIO WORK AND LEARNING COUNCIL

Purpose:

The Central Ohio Work and Learning Council was established for a one-year trial period to strengthen work-education relationships in the central Ohio area.

Objectives:

1. Exchange information on programs and activities related to cooperation between the sectors of education and work.

2. Explore areas for possible new cooperative efforts.

3. Explore ways to eliminate unnecessary duplication.

4. Develop and refine a model for regional work and learning councils that could be transferred to other parts of the state.

Membership:

Members in the Work and Learning Council during Year One include:

1. Executive level representatives from consortia and associations that are concerned with linkages between work and education; namely: Ohio Board of Regents, American Society for Training and Development, Ohio Technology Transfer Organization, Columbus Area Chamber of Commerce, Private Industry Council, Job Training Consortium, High Technology Task Force, Ohio Council of Private Colleges and Schools, Higher Education Consortium of Columbus, Central Ohio Employment and Education Commission.

2. Executive level representatives from institutions with extensive experience in education-to-work linkage efforts; namely; Ohio State University, OPTIONS, Columbus Public Schools, Franklin University, Ohio Institute of Technology, Columbus Technical Institute, City of Columbus Department of Community Services, Lazarus Department Stores, R.G. Barry Corporation, Battelle Memorial Institute, Western Electric Company, BancOhio, and Nationwide Insurance.

Outcomes:

Council activities for 1982 have centered around three tasks:

1. Developing summary statements on participant organizations.

2. Developing a system for the identification, organization, and delivery of information on education and training.

3. Developing a system for the identification, organization, and delivery of employer education and training needs.

Task forces with equal representation from business/industry and education are mid-way through the accomplishment the three tasks outlined above. An evaluation of Year One activities will be conducted and recommendations made for (1) implementation of delivery systems, (2) continuation/expansion of Council; and (3) the broader application of this collaborative model.

BUCKEYE TOURWAY BUSINESS AND INDUSTRY TRAINING, RESEARCH AND ASSISTANCE COOPERATIVE EXTENSION SERVICE (TRACES)

Purpose:

The purpose of TRACES is to coordinate the education and training needs and the technology transfer needs of business, industry, government, and other agencies in the counties of Guernsey, Muskingum, Noble, Belmont, Harrison, and northern Perry counties in southeastern Ohio in order to promote economic stability and growth in the area.

Objectives:

1. To function as the Ohio Technology Transfer Organization (OTTO): to serve as the area technology transfer liaison, providing direct assistance and advice through contact member colleges and universities, the Federal Government and other sources.

2. To function as the Job Training Consortium for Guernsey, Muskingum, Noble, Belmont, Harrison, and northern Perry counties: coordinate the educational and training needs of business, industry, government and human service agencies in the area.

3. To enhance and support the roles of the Chambers of Commerce in business and industrial training, development, and direct assistance efforts.

Membership:

Membership is institutional--available to all public and private educational, industrial development, employee placement or training organizations, institutions or agencies in the six county area. Each institutional member is represented by one or more individuals designated by the organization or institution, but each institution has only one vote at meetings.

At present, the membership includes:

- Zanesville Area Chamber of Commerce
- Muskingum College
- Ohio Bureau of Employment Services (Columbus)
- Belmont-Harrison Area Joint Vocational School District
- Bureau of Employment Services (Zanesville)
- Bureau of Employment Services (Cambridge)
- Ohio University - Belmont
- Harrison Regional Chamber of Commerce
- CETA (Zanesville)
- Muskingum Area Joint Vocational School District*
- Ohio University - Zanesville*
- Cambridge Area Chamber of Commerce*

- Muskingum Area Technical College*
- Bureau of Vocational Rehabilitation (Zanesville)*
- Belmont Technical College*
- Ohio Mid-eastern Government Association*

(* = Executive Committee)

The Ohio Board of Regents, Ohio Department of Development, and State Department of Education (Division of Vocational Education) are ex officio members.

Outcome:

Two full-time staff members are employed by TRACES to provide assistance to area organizations in meeting training and technology transfer needs. As a collaborative organization, TRACES is able to pool the resources of several area agencies so that a "package" of services can be provided to prospective clients, rather than each organization approaching the client independently.

TRACES is also being evaluated as a model for future use throughout the state.